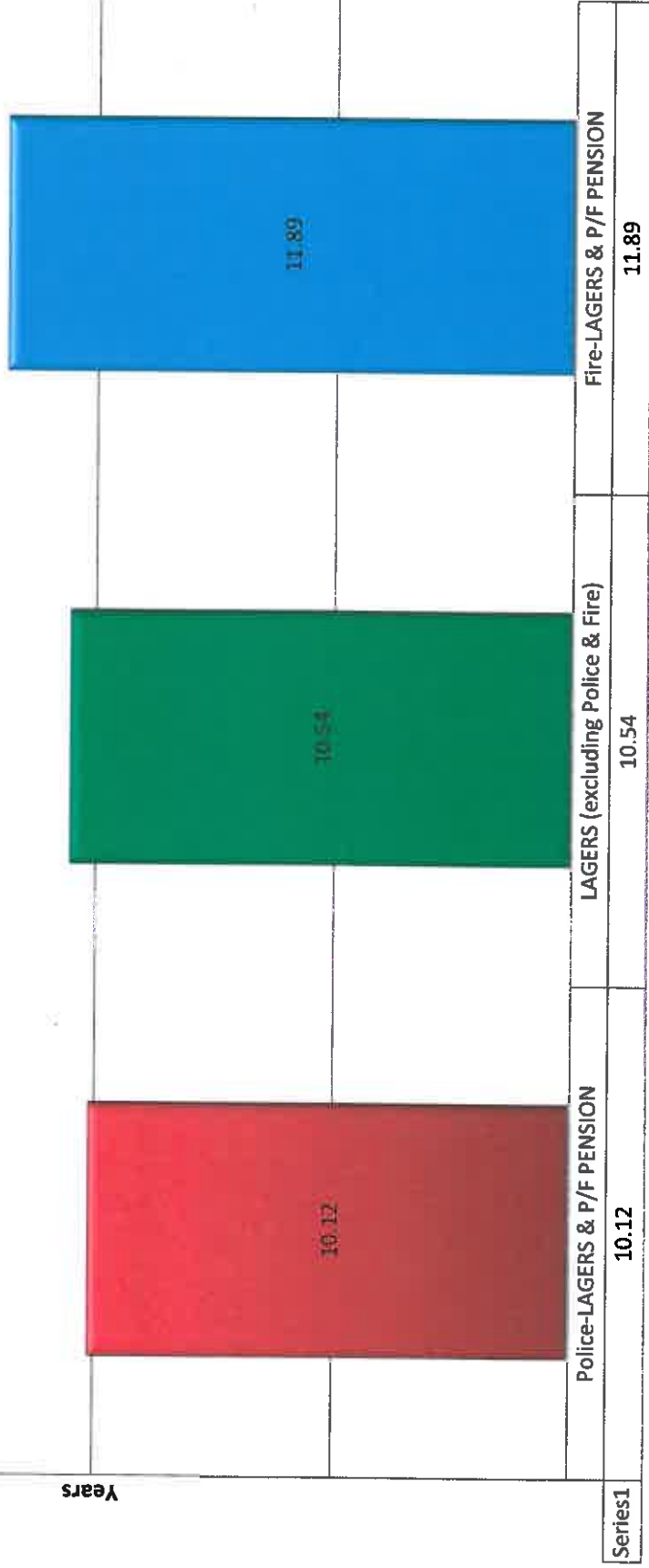




AVERAGE # OF YEARS OF SERVICE

Years



Series1

10.12

Police-LAGERS & P/F PENSION

LAGERS (excluding Police & Fire)

10.54

Fire-LAGERS & P/F PENSION

11.89

CITY OF SPRINGFIELD

Benchmark Cities Task Force

Final Recommendation to City Manager

Benchmark Cities Task Force

Sheila Maerz, Director of Human Resources, Chair

Mike Evans, Police Officer

Kenny Hufford, Senior Street & Sewer Construction Inspector

Mary Mannix-Decker, Director of Finance

Shawn Martin, Fire Captain

Chris Miller, Aircraft Services Trainer

Jerry Plott, Police Officer

Collin Quigley, Assistant City Manager

Louise Whall, Public Information Director

Allison Carson, Human Resources Specialist

December 4, 2008

This document contains findings related to identifying and recommending a list of 12-15 cities for the City of Springfield to use during the next 5-10 years for the purpose of city-wide benchmarking purposes.

The Task Force convened October 2, 2008 at your direction. The charge for the Task Force was to recommend a list of 12-15 cities for the City of Springfield to use during the next 5-10 years for the purpose of city-wide benchmarking. The recommendation was to be submitted no later than December 15, 2008.

The following individuals were asked to serve on the Task Force: Louise Whall, Public Information Director, Kenny Hufford, Senior Street & Sewer Construction Inspector, Chris Miller, Aircraft Services Trainer, Collin Quigley, Assistant City Manager, Mary Mannix-Decker, Director of Finance, Shawn Martin, Fire Captain, Jerry Plott, Police Officer, Allison Carson, Human Resources Specialist and Sheila Maerz, Director of Human Resources. Each labor group was represented on this Task Force and it should be noted that Mike Eyans, Police Officer replaced Jerry Plott on this task force.

The Task Force met on October 2, 2008 to brainstorm and create a plan to best develop appropriate criteria by which to review and measure cities.

Several possible criteria were identified during the brainstorming session. Below is a list of some of the criteria discussed and selected for research to determine the usefulness and to establish appropriate parameters to consider. The Task Force discussed at length the need to ensure that the selection of benchmark cities included cities similar to Springfield so as to make the city-wide benchmarking tool valuable and meaningful, while at the same time, ensuring that the selected cities are of like quality and depth to provide the City of Springfield the opportunity to learn from their successes. The Task Force did not want to impact the selection of cities by testing the potential benchmark categories; rather, the Task Force focused on identifying quality benchmark cities. The original list of criteria included:

- City Census – cities of comparable size.
- MSA Census – cities with comparable size within the Metropolitan Statistical Area (MSA).
- Regional Hub – cities that are stand alone or the largest cities in a community, i.e., not a suburb of a larger city.
- Revenue Structure – cities with comparable revenue structure for valid benchmarking in future and available for review of data via the internet.
- Cost of Living – cities with comparable cost of living index to the City of Springfield.
- City Employment Base – cities with a comparable number of city employees when compared to the City of Springfield.
- Quality of Life Indicators – cities with similar quality of life characteristics which may include, but are not limited to, bike trails, art programs, culture, etc.
- City Turnover Rate – cities with comparable turnover rate.
- City Employment/Industry Bases – cities with reasonable similarity in areas of employment/industry, such as medical, industrial, education, etc.
- Growth Cities – cities experiencing growth and development, not decline.

- Cities with College/University Base – cities with college/university enrollment of no less than 10,000.
- Full Service Cities – cities which provide full service departments such as Police, Fire, Public Works, etc., though recognizing that not all cities will share all the same departments as the City of Springfield.
- Cities with Commercial Air Service – preferably cities with municipal airports that are or have recently experienced growth in commercial air service.
- City Crime Rates – particular focus on violent crime statistics.

The Task Force elected to begin the process of identifying potential cities by using population and some geographical restrictions in order to narrow the list of cities to be studied in further detail. The Task Force discussed excluding cities on the West Coast and cities in the northeast. In addition, Alaska and Hawaii have been excluded as well. Below is a list of seventeen (17) states that were eliminated from the database searches:

Alaska	Oregon	California
Hawaii	Maine	New Hampshire
Vermont	Massachusetts	Delaware
Rhode Island	Connecticut	New Jersey
Maryland	West Virginia	Virginia
Pennsylvania	New York	

The Task Force believes the aforementioned states experience a substantially higher cost of living and a higher median household income which would require adjusting the benchmarks in order to have a meaningful comparison. In addition, the Task Force believes that the industries that help to create the identities and income base for these geographic areas were substantially different from Springfield as well.

The Task Force discussed using the criteria of cities with populations of 25% above or below the City's current U.S. Census population of 154,777. This equates to cities with populations ranging from 116,219 to 193,629. The Task Force elected to adjust this range to reflect cities with a population ranging from 100,000 to 200,000 to ensure there was a broader scope of potential benchmark cities. This produced a list of eighty-six (86) cities within the targeted states with a population in the range of 100,000 to 200,000.

The next step in the process was to research each of the eighty-six (86) cities identified to determine if the city was a "stand-alone" or "hub city". The Task Force felt this criterion was reflective of Springfield and an important characteristic that brings significant challenges to a community, which will aide in the City's benchmarking efforts. After completing the analysis, thirty-five (35) cities were identified to be suburbs of a larger city and not considered to be a hub city, so those cities were removed from further consideration as well. This resulted in fifty-one (51) cities meeting the criteria as outlined above.

Next, the Task Force identified cities that are a part of an MSA whose population is 25% below or above the MSA population of the Springfield MSA. The Springfield MSA population is 420,020; therefore, cities with MSA populations ranging from 315,015 to 525,025 were identified.

The majority of the hub cities in the matching MSA population range were cities that had already been identified based on their city population. However, several cities were identified for consideration that were not included on the initial population list due to their City population, but are considered to be "stand-alone" or "hub cities" whose MSA population falls within the targeted MSA population range.

At this point in the process the Task Force re-evaluated the progress to date to ensure that the Task Force was proceeding with quality cities before moving forward. The Task Force elected to proceed having targeted geography and size with an evaluation of each city's COLI (cost of living index) and the average/medium family income in each community. Target cities with COLI's that were within a range of 15% higher or lower than the City of Springfield's COLI of 86.8 were selected. In addition, cities with average/medium family income within a range of 20% higher or lower than the City of Springfield's average of \$38,114 also were selected. The Task Force believes for reasonable comparisons to be made for city-wide benchmarking purposes, it was important for the City to be within reasonable ranges in order for the comparisons to be valid. Again, it was important to use ranges to allow cities that were higher than Springfield in some areas, as well as lower than Springfield in other areas, such as COLI and average family income.

After this process, the Task Force list had been narrowed to twenty-eight (28) cities, which the Task Force believes to be viable cities for consideration. Each Task Force member assumed responsibility to research each city and provide data regarding the criteria listed above. Specifically, the following items were researched:

Population Changes: Researched the population changes in the U.S. Census data from 1990 to 2007 estimate. The range in the 28-city listing was from -14.6% to +127.03%. Springfield fell somewhere in the middle with a 10.17% increase from 1990 – 2007. The committee suggested dropping the bottom and top five cities.

Revenue Structure and Full-Service City Information: Used the official City Web sites for each of the group of 28.

City Employment Base: The majority of the data regarding the number of municipal employees in each of the jurisdictions was gathered from the U.S. Census Bureau in a 2006 publication; however, several jurisdictions appeared not to have responded. In those cases, the information was obtained by calling their respective Human Resources Department directly.

Quality of Life Indicators: Used Wikipedia, official City Web sites, official Chamber Web sites, Convention and Visitor Bureau Web sites, Money Magazine, Kiplinger's Magazine, Sperling's Best Places, and U.S. Census Bureau. The Task Force expanded this area to include additional community information such as median age, average commute time, air quality, public school expenditures, etc.

Employment Sectors: Researched the major employment sectors for the 28 cities using the Census data. This really did not reveal anything that would be useful with the benchmark cities. None of the 28 cities were considered too different in the employment sectors from Springfield.

Higher Education: The US College and National Center for Education Statistics Web sites were accessed for the information related to higher education.

Commercial Air Service: Used the data from the Federal Aviation Administration (FAA) and American Association of Airport Executives (AAAE). Comparisons were made regarding airport enplaning and deplaning, as well as cargo movement at each community's airports.

Crime Statistics: Used FBI's database via the Internet as provided by the Police Department's Crime Analysis Unit. All reported criteria are the same for each city, as provided by the Internet site.

The Task Force reviewed the analysis as a group and elected to eliminate thirteen (13) additional cities from further consideration as the data indicated negative attributes in more than three (3) of the areas noted above. The Task Force recognized that while no city will be the exactly the same or similar as the City of Springfield, each have factors that make them unique. Cities, for example, that showed a significantly declining population, high-violent crime statistics and spiking unemployment rates are not representative of the type of cities that the Task Force would desire to benchmark or target for lessons learned at this time. Refer to the attached summary of criteria for the final fifteen (15) selected cities (including Springfield). This summary reflects a sampling of the criteria considered and reflects the comparability between the final fifteen (15) cities to Springfield, Missouri. In addition, a profile of each of the fifteen (15) recommended cities is provided. The Task Force believes the profiles provide insight as to the demographics, culture and quality of life for each city.

After completion of this exercise, the Task Force believes the fifteen (15) cities that have been identified will make good benchmark cities for the City of Springfield to consider using for the next 5-10 years. They are as follows:

Recommended Benchmark Cities				
Abilene, TX	Columbia, SC	Fort Wayne, IN	Kalamazoo, MI	Savannah, GA
Amarillo, TX	Columbus, GA	Grand Rapids, MI	Knoxville, TN	Waco, TX
Chattanooga, TN	Evansville, IN	Huntsville, AL	Salt Lake City, UT	Wichita Falls, TX

The Task Force believes the cities represent a geographic balance, as well as cities that outperform the City of Springfield in certain areas while Springfield outperforms those cities in other areas. The Task Force did not specifically review the cities selected to determine if certain expected benchmark topics would be favorable or unfavorable to the City, such as employee compensation or tax rates; rather, the Task Force focused specifically on finding quality cities that were of appropriate size and depth to provide meaningful comparisons in the coming years. In addition, considerable weight was given to quality-of-life issues to ensure that each community had opportunities for the City of Springfield to learn from in the coming years.

This Task Force appreciates the opportunity to serve in this capacity and looks forward to working with you in the future as needed. Please feel free to contact any member of the Task Force should you have questions regarding this report.

Profiles of Benchmark Cities

Abilene, Texas

Abilene considers itself the “friendly frontier” as a regional hub for a 19-county area known as the “Big Country” of central Texas about 150 miles from Dallas-Fort Worth. The city of 116,000 began an aggressive downtown revitalization effort in 1982, which has garnered national praise for its historic preservation and urban redevelopment efforts. The County Seat is home to Dyess Air Force Base, which is the largest employer, as well as a 2,250-bed prison. Civic leaders launched a major “frontiering” branding effort in November 2008 to create a progressive identity from the city’s Old West past to its contemporary culture.

Amarillo, Texas

The “Yellow Rose of Texas”, Amarillo is a Route 66 city of about 200,000 that serves as the hub of the Texas panhandle. With the city centered within a large agricultural area producing corn, wheat and cotton, it’s also the processing center for about a quarter of the nation’s beef supply. Its largest employer is Tyson Foods; other major employers include Bell Helicopter Textron and Owens-Corning. The city prides itself on offering big-city amenities, like its recently opened botanical conservatory, with small-town friendliness. A local millionaire’s interest in public art has provided a number of installations including the Cadillac Ranch, a monument of painted automobiles.

Chattanooga, Tennessee

Tennessee’s fourth largest city is nestled in the state’s southeastern corner at the junction of the Cumberland Plateau and the Appalachian Mountains and along the Tennessee River, where a 10-mile riverwalk goes through its downtown, historic art district and several parks. Its attractions include the Tennessee Aquarium, Lookout Mountain and Civil War heritage. Chattanooga is home to Blue Cross/Blue Shield of Tennessee and the second largest campus of the University of Tennessee. In July 2008, Volkswagen of America announced plans to open a new production facility in 2011. The “Scenic City” has received multiple national awards for its “livability”, including recognition as one of National Geographic’s 50 Best Places to Live.

Columbia, South Carolina

The State Capitol and South Carolina’s largest city is located at the confluence of three rivers that create a 50,000-acre recreational lake downstream. Also the county seat and home to the University of South Carolina, Columbia is the hub of a metro region of more than 700,000 residents. The University’s “Innovista” project between the core campus and the Congaree River integrates public and private research with urban amenities. Nearby Fort Jackson is the U.S. Army’s second-largest training base and the Palmetto Health System joins the state government as the two largest employers. A former state mental hospital is now the site of a 178-acre “new urbanism” development, while natural recreation abounds at Congaree National Park, a major state park, and the 18-acre Finlay Park, a gathering place for many civic activities and concerts. Columbia is frequently cited on national “livability” indexes, particularly as a retirement area.

Columbus, Georgia

Georgia’s third largest city is located in midstate along the Alabama border. The county seat is a two-state metro hub of about a quarter-million residents. Outside of Columbus, Fort Benning

occupies the rest of Muscogee County in the Chattahoochee River Valley. Columbus was a 1996 Olympic Host City for softball. Its economic development efforts are centered in a joint partnership of two cities and six counties. Attractions include a 14-mile Riverwalk, the Springer Theater, which is the state theater of Georgia, and the Coca-Cola Space Science Center at Columbus State University.

Evansville, Indiana

Indiana's third-largest city is located in the southwestern area of the state along the Ohio River and serves as a tri-state regional hub with a metro population of more than 300,000. Known as "River City", Evansville is the home to the University of Southern Indiana, the University of Evansville and also the state's first riverboat casino. Its civic recreation offers a \$3.4 million soccer complex, a twin-rink ice-sport facility, and the American Boat Racing Association's first annual event with a hydroplane race on the Ohio River. The National Civic League named Evansville an "All American City" in 2004 and it won the 2008 "Reader's Choice" nod for Kiplinger's Best Cities list.

Fort Wayne, Indiana

Fort Wayne is Indiana's second-largest city; its proximity to Indianapolis, Chicago, Columbus, Cincinnati and Detroit drive its economy based in manufacturing, health care and insurance. Its \$125 million center-city revitalization project including a minor-league baseball stadium, convention center, theater, condos, retail and an urban park is expected to be completed in 2009. The city also hosts seven minor-league sports franchises. A disastrous flood in the early '80s prompted the U.S. Army Corps of Engineers to build and improve dikes and floodwalls on the three rivers that form a confluence at Headwaters Park. Its Children's Zoo is rated one of the top 10 in the country and Fort Wayne hosts the largest genealogical collection in North America.

Grand Rapids, Michigan

Michigan's second-largest city is a metro area serving about 1 million residents. It's located on the Grand River, though there are no longer any rapids, and serves as the gateway to Lake Michigan recreation. A former lumber and furniture manufacturing center, it's now a world leader in the production of office furniture as well as a center for Christian publishing houses. Grand Rapids' metro area boasts the most LEED-certified buildings per capita in the United States, including the world's first newly built LEED-certified art museum. It has been recognized on a number of livability rankings, including the 6th best city for fishing. Grand Rapids' favorite son is President Gerald Ford, with a presidential museum and international airport named in his honor.

Huntsville, Alabama

This northern Alabama metro hub has grown from its cotton-industry days to the home of NASA's Marshall Space Flight Center and Redstone Arsenal, an important strategic U.S. Army post. Huntsville is one of the fastest-growing cities in the South with a regional population of about 500,000. Situated in the Tennessee River Valley and surrounded by the Cumberland Plateau, Huntsville's karst topography and plentiful caves make it a natural home for the National Speleological Society. The mountains, lakes and woodlands offer a diversity of outdoor recreation and the city prides itself in its educational rankings with the nation's second-largest

research park. Its economy is based heavily on the aerospace and Army employers. Its recent national recognition includes being named one of the top 5 Best Performing Cities by the Milken Institute and one of Forbes magazine's Best Places to Weather the Downturn.

Kalamazoo, Michigan

The largest city in southwestern Michigan, Kalamazoo is home to Western Michigan University and is a hub for a region of about 350,000. It is home to the first outdoor pedestrian mall built in 1959 and it features the Kalamazoo Air Zoo aviation museum. Today, the college influence and the home of Gibson Guitars make Kalamazoo a diverse center for arts ranging from a vibrant "world-music" scene to the annual International Congress on Medieval Studies. The economy today is heavily focused on life sciences with Upjohn (now a part of Pfizer Corp.) and a number of other pharmaceutical and biomedical companies. Michigan State University has a branch of its medical school and post-doctoral residency programs in Kalamazoo. The city is also headquarters to two national flavorings companies, at one time supplying 90 percent of the world's peppermint oil, as well as the Checker Cab Co.

Knoxville, Tennessee

This eastern Tennessee city was founded at the headwaters of the Tennessee River and is a gateway to the Smoky Mountains. It's the third largest city in the state and home to the University of Tennessee, the Tennessee Valley Authority and near the Oak Ridge National Laboratory. It was the smallest city to ever host the World's Fair when it was held in Knoxville in 1982 and attended by more than 11 million people. Its downtown redevelopment includes the opening of the Women's Basketball Hall of Fame and a new convention center.

Salt Lake City

Best known as the home of Brigham Young and the Church of the Latter Day Saints, Salt Lake City also lays claim to the 2002 Winter Olympic Games, a strong winter recreation industry and the Sundance Film Festival founded by actor Robert Redford. As Utah's capital, Salt Lake City is the hub of a fast-growing region that now numbers about two million residents. Mining and railroad operations are now secondary to a large service economy. The University of Utah and Sinclair Oil Corp. join the Church of Latter Day Saints as the city's largest employers. In 2006, the United Potato Growers of America relocated to Salt Lake City. The Mormon Tabernacle is one of the city's most popular attractions, along with the Family History Library, the largest genealogical library in the United States.

Savannah, Georgia

Savannah is working to merge its longstanding reputation for southern hospitality into an image both hip and historic. Located in southeastern Georgia on the Savannah River at the border of South Carolina, the city has a metro population of about 400,000 and its downtown is one of the largest National Historic Landmark Districts in the United States. That makes tourism one of the main drivers of Savannah's economy with nearly 7 million visitors a year. The Port of Savannah, manufacturing and the military round out the top employers with Hunter Army Airfield and Fort Stewart military bases located there. Conde Nast readers selected Savannah as one of the Top 10 travel destinations in the United States this year.

Waco, Texas

Waco is home to Baylor University, the world's largest Baptist university. Located in central Texas, Waco has a metro population of about 230,000. Since 2000, it's been the media center for the "western White House" located in nearby Crawford, Texas. It also was the site of the Branch Davidians tragedy where 74 members died in a fire at the compound in 1993. Today, the city is committed to a major "green" initiative with a goal of winning national recognition as a green, livable city. Its center-city redevelopment is focused on high-density housing and increasing home ownership; an \$80 million redevelopment project featuring a new town square is underway.

Wichita Falls, Texas

Nestled in the north-east corner of the Texas panhandle, Wichita Falls is largely dominated by the presence of Sheppard Air Force Base, which brings an international flavor to the city from the pilots who travel from 17 NATO countries for flight training in Wichita Falls. As a population center in North Texas, the metro area covers nearly 400,000 people. Its annual events include the "Hotter'N Hell Hundred", the nation's largest century bike ride, and its minor-league baseball team is a member of the Texas League with the Springfield Cardinals. A devastating tornado in 1979 killed 45 and injured 1,800; the cost of its damage was not topped for 20 years until a 1999 tornado in Oklahoma City.

Sources: Official city Web sites; Chamber of Commerce Web sites; Convention and Visitor Bureau Web sites; Wikipedia online encyclopedia; U.S. Census Bureau.

Benchmark Cities

Comparison Cities	Population	Median Family Income	Median Age	Cost of Living Index	Number of Households in City	Commute Time/Minutes-One way	Median Home Price	Unemployment Rate	Violent Crimes	Air Quality Index (0-50=good)	Public School per pupil expenditures	Post Secondary Ed Enrollment
Ablene, TX	116,219	\$40,028	31.2	88.2	41,430	17	\$125,000	3.30%	0.57%	44	\$5,118	6,582
Amarillo, TX	186,106	\$42,536	33.6	87.7	72,500	19.2	\$124,100	3.00%	0.99%	40	\$4,988	10,837
Chattanooga, TN	169,884	\$41,318	37.3	90.2	65,471	21.7	\$177,700	3.70%	1.18%	25	\$4,790	19,781
Columbia, SC	124,818	\$39,589	29.8	97.2	44,210	19.5	\$179,900	7.80%	1.24%	23	\$6,242	46,009
Columbus, GA	187,046	\$41,288	33	88.0	70,880	21.6	\$157,300	4.90%	0.70%	43	\$5,833	12,558
Evansville, IN	116,253	\$41,091	35.7	93.5	50,308	20.1	\$95,700	5.40%	0.45%	40	\$6,590	18,060
Fort Wayne, IN	251,247	\$45,040	33	91.9	101,840	21.8	\$97,500	4.80%	0.30%	28	\$6,534	28,584
Grand Rapids, MI	193,627	\$44,224	31.5	95.6	71,489	21.5	\$147,800	7.70%	0.97%	23	\$7,058	38,543
Huntsville, AL	171,327	\$41,074	37.5	92.0	72,101	20.6	\$184,700	2.40%	0.80%	86	\$5,336	10,692
Kalamazoo, MI	72,637	\$42,438	27.6	96.5	27,749	19.7	\$109,400	7.00%	1.15%	37	\$7,356	37,186
Knoxville, TN	183,546	\$37,708	34.8	90.8	80,846	22.2	\$181,100	4.40%	1.12%	24	\$5,490	42,244
Salt Lake City, UT	180,651	\$45,140	31.2	98.7	70,325	21	\$304,700	2.70%	0.83%	13	\$4,049	70,435
Savannah, GA	130,331	\$36,410	31.7	93.7	50,593	23.5	\$214,500	3.80%	1.01%	20	\$5,679	28,560
Springfield, MO	154,777	\$38,114	34.5	86.8	65,214	19	\$141,500	3.80%	0.68%	35	\$4,790	40,176
Waco, TX	122,222	\$33,919	29.4	89.3	45,085	19.6	\$114,600	4.20%	0.93%	30	\$5,211	12,289
Wichita Falls, TX	101,590	\$39,911	31.7	87.6	36,343	18.2	\$122,700	3.80%	0.57%	44	\$5,185	6,088
United States	293,655,400	\$44,684	37.6	100.0	108,954,329	27.4	\$217,200	4.60%		48	\$6,058	
Source of data found on website:												
http://nces.ed.gov/												



Summary of Salary Survey Results
Analyzed in Thirds

All Employee Groups

2012, 2013 & 2014



Salary Survey Participants

Benchmark Cities	2012	2013	2014
Abilene, Texas	X	X	X
Amarillo, Texas	X	X	X
Chattanooga, Tennessee	X	X	
Columbia, South Carolina	X	X	X
Evansville, Indiana			
Fort Wayne, Indiana	X	X	X
Grand Rapids, Michigan	X	X	
Huntsville, Alabama	X	X	X
Kalamazoo, Michigan			
Knoxville, Tennessee	X	X	X
Salt Lake City, Utah	X		X
Savannah, Georgia	X*	X	X
Waco, Texas			
Wichita Falls, Texas	X	X	X

Local Organizations	2012	2013	2014
Assemblies of God	X	X	X
City Utilities	X	X	X
Cox Health Systems	X	X	
Mercy	X	X	X
Missouri State University	X	X	X
Springfield R-12 Schools	X	X	X

*The 2012 survey response for Savannah, Georgia was completed by City of Springfield staff utilizing information from their website.



Section I

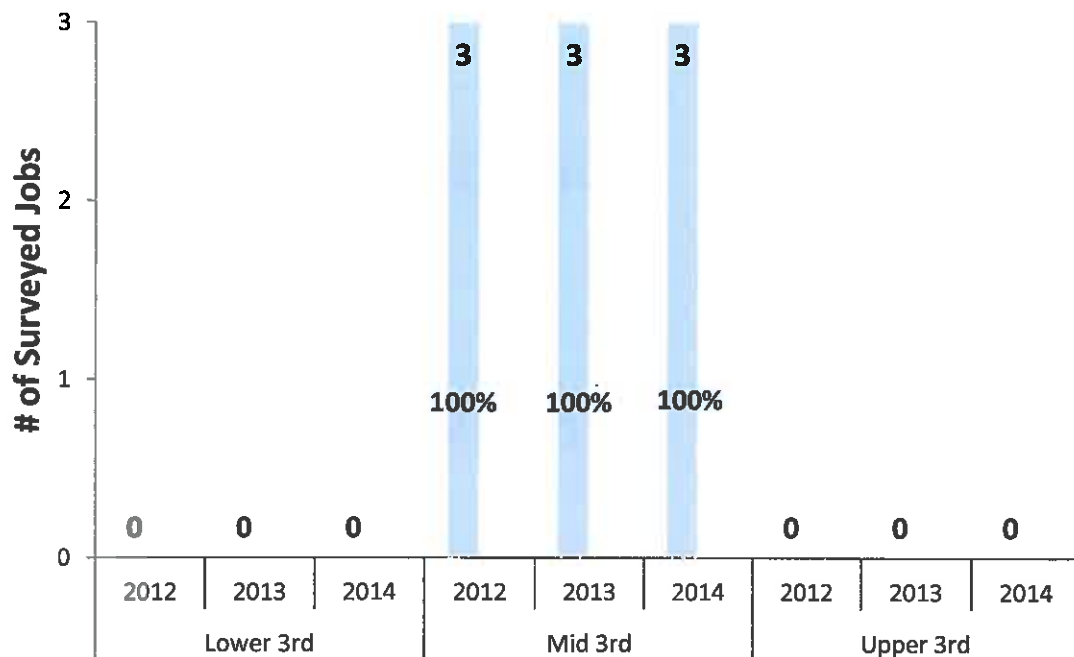
Police

Police Positions Summary

Position Title	2012	2013	2014
Police Officer	Mid-Third	Mid- Third	Mid-Third
Police Sergeant	Mid-Third	Mid-Third	Mid-Third
Police Lieutenant	Mid-Third	Mid-Third	Mid-Third

Lower 3rd			Mid 3rd			Upper 3rd		
2012	2013	2014	2012	2013	2014	2012	2013	2014
0	0	0	3	3	3	0	0	0

Springfield Police Jobs vs. Benchmark City Survey Results



City of Springfield Position Placement by Thirds



Section II

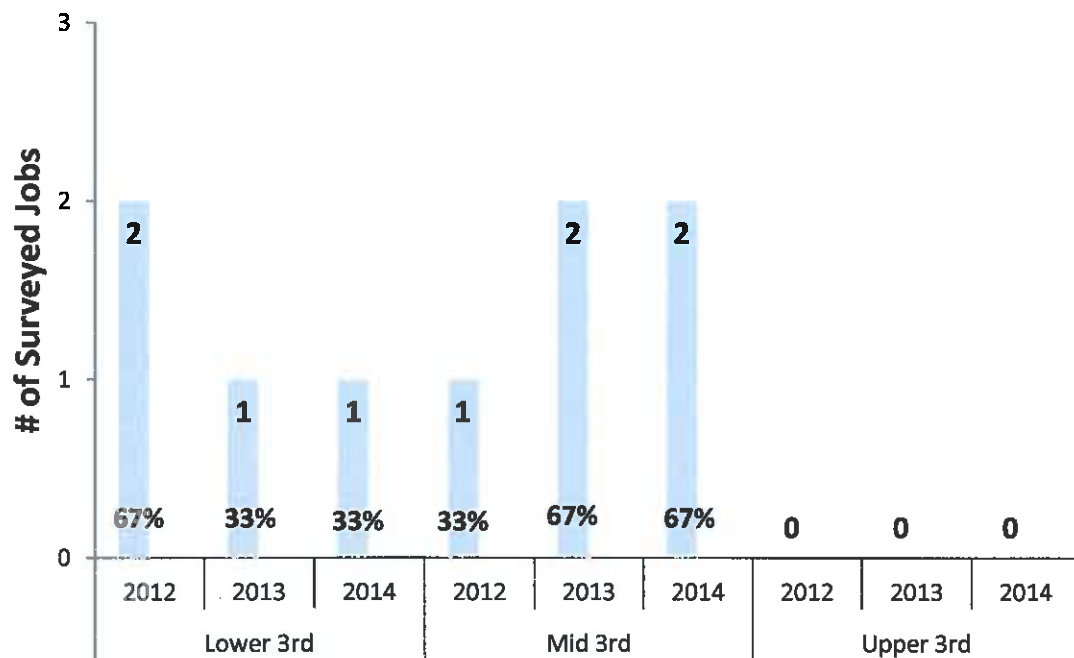
Fire

Fire Positions Summary

Position Title	2012	2013	2014
Firefighter	Mid-Third	Mid-Third	Mid-Third
Fire Captain	Lower Third	Lower Third	Lower Third
Assistant Fire Chief	Lower Third	Mid-Third	Mid-Third

Lower 3rd			Mid 3rd			Upper 3rd		
2012	2013	2014	2012	2013	2014	2012	2013	2014
2	1	1	1	2	2	0	0	0

Springfield Fire Jobs vs. Benchmark City Survey Results



City of Springfield Position Placement by Thirds



Section III

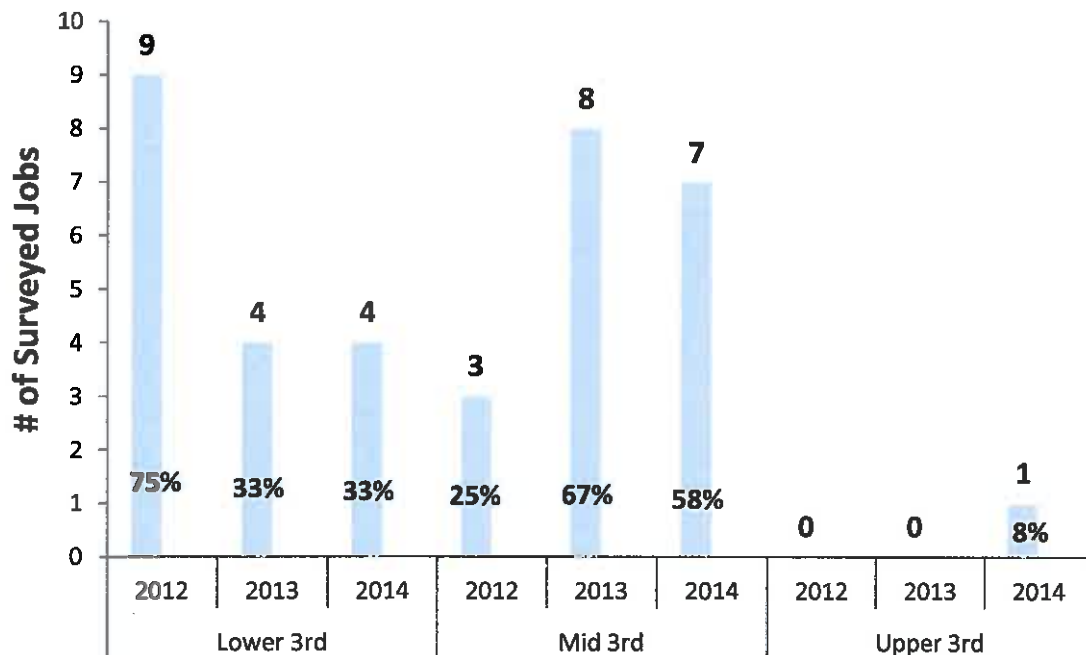
Crafts, Trades and Labor

Crafts, Trades and Labor Benchmark Cities Summary

Position Title	2012	2013	2014
Custodian	Lower Third	Lower Third	Lower Third
Laborer	Mid-Third	Mid-Third	Mid-Third
Parts & Inventory Clerk	Lower Third		
Maintenance Worker	Lower Third	Mid-Third	Mid-Third
Parks Caretaker	Mid-Third	Mid-Third	Upper Third
Arborist	Lower Third	Lower Third	Lower Third
Equipment Operator II	Lower Third	Mid-Third	Lower Third
Parts & Inventory Control Clerk		Lower Third	Mid-Third
Utility Worker	Lower Third	Mid-Third	Mid-Third
Equipment Operator III	Mid-Third	Lower Third	Lower Third
Equipment Technician	Lower Third	Mid-Third	Mid-Third
Team Leader	Lower Third	Mid-Third	Mid-Third
Maintenance Supervisor	Lower Third	Mid-Third	Mid-Third

Lower 3rd			Mid 3rd			Upper 3rd		
2012	2013	2014	2012	2013	2014	2012	2013	2014
9	4	4	3	8	7	0	0	1

Springfield CTL Jobs vs. Benchmark City Survey Results



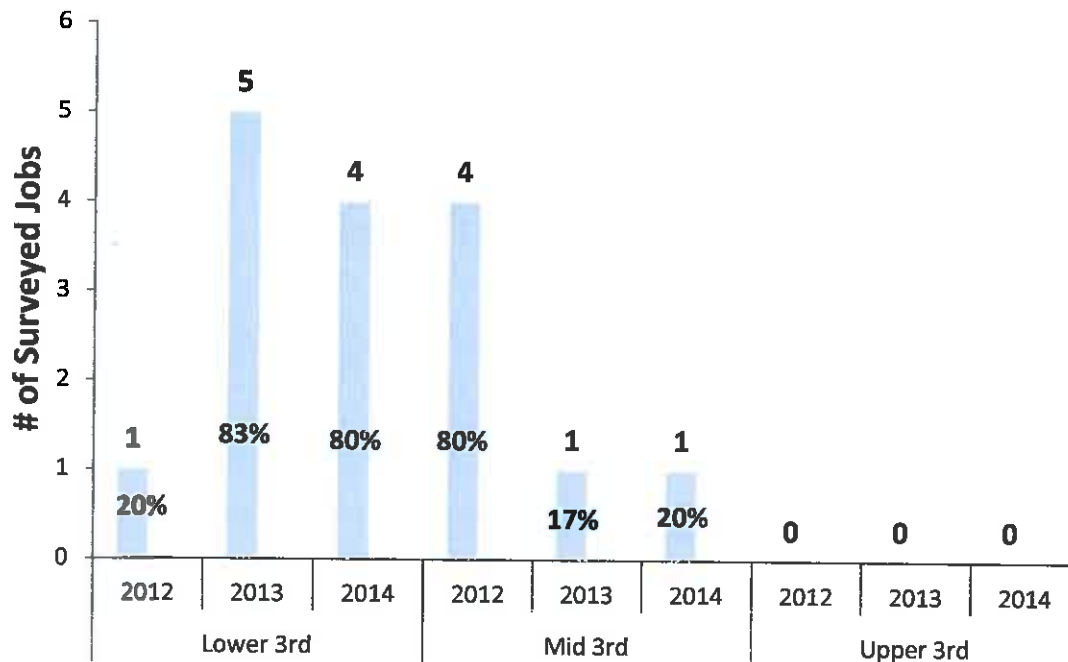
City of Springfield Position Placement by Thirds

Crafts, Trades and Labor Local Organizations Summary

Position Title	2012	2013	2014
Custodian	Mid-Third	Mid-Third	Mid-Third
Laborer	Lower Third	Lower Third	Lower Third
Parts & Inventory Clerk	Lower Third		
Maintenance Worker	Lower Third	Lower Third	Lower Third
Parts & Inventory Control Clerk		Lower Third	Lower Third
Utility Worker	Lower Third	Lower Third	
Equipment Technician		Lower Third	Lower Third

Lower 3rd			Mid 3rd			Upper 3rd		
2012	2013	2014	2012	2013	2014	2012	2013	2014
1	5	4	4	1	1	0	0	0

Springfield CTL Jobs vs. Local Organization Survey Results



City of Springfield Position Placement by Thirds



Section IV

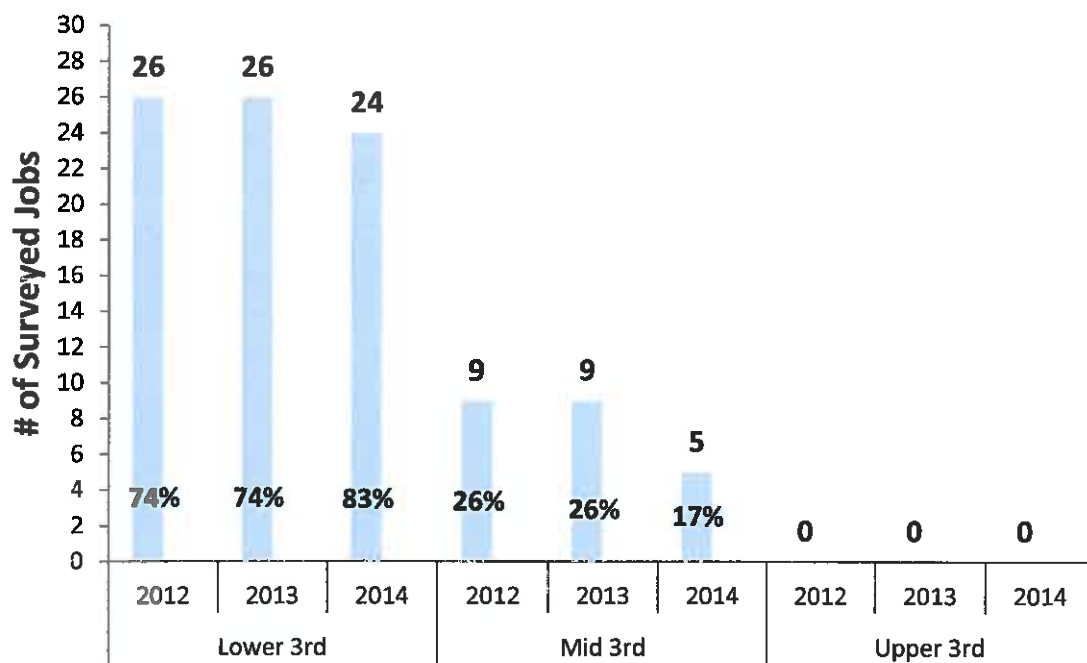
Professional, Administrative and Technical

Professional, Administrative and Technical Benchmark Cities Summary

Position Title	2012	2013	2014
Administrative Assistant	Lower Third	Lower Third	Lower Third
Engineering Technician II	Lower Third	Lower Third	Lower Third
Executive Secretary	Lower Third	Lower Third	Lower Third
Municipal Court Bailiff	Lower Third	Lower Third	Lower Third
Police Services Representative	Lower Third	Mid-Third	Lower Third
911 Telecommunicator	Lower Third	Lower Third	Lower Third
Accounting Services Representative	Lower Third	Lower Third	Lower Third
Community Recreation Supervisor	Lower Third	Lower Third	Lower Third
Computer Technician	Lower Third	Mid-Third	Lower Third
Litigation Paralegal	Lower Third	Lower Third	Lower Third
Plant Operator II	Lower Third	Lower Third	Lower Third
Accounting Technician	Mid-Third		
Buyer			Lower Third
Computer Programmer/Analyst	Lower Third	Lower Third	Lower Third
Human Resources Specialist	Lower Third	Lower Third	Lower Third
Plant Operator III	Lower Third	Lower Third	
GIS Analyst	Mid-Third	Mid-Third	Mid-Third
Assistant City Attorney I	Lower Third	Lower Third	
Building Inspector	Mid-Third	Lower Third	Mid-Third
Designer	Lower Third	Lower Third	
Financial Analyst		Lower Third	Lower Third
Help Desk Manager	Lower Third	Lower Third	
Parks Supervisor	Lower Third	Mid-Third	Lower Third
Senior Systems Administrator	Lower Third	Lower Third	Lower Third
Senior City Planner	Lower Third	Lower Third	Lower Third
Collection Systems Supervisor	Mid-Third	Lower Third	
Fleet Administrator	Lower Third	Lower Third	Lower Third
Network Manager	Lower Third	Lower Third	Lower Third
Park Operations Supervisor	Mid-Third	Lower Third	Mid-Third
Purchasing Agent	Lower Third	Lower Third	
Municipal Court Administrator	Mid-Third	Mid-Third	Lower Third
Professional Engineer	Lower Third	Mid-Third	Lower Third
Accounting Manager	Mid-Third	Mid-Third	
Principal Engineer	Mid-Third	Lower Third	Lower Third
Superintendent of Clean Water Services	Lower Third		
Traffic Engineer	Mid-Third	Mid-Third	Mid-Third
Assistant City Attorney V	Lower Third	Lower Third	Lower Third
Assistant Director of Environmental Services		Mid-Third	Mid-Third

Lower 3rd			Mid 3rd			Upper 3rd		
2012	2013	2014	2012	2013	2014	2012	2013	2014
26	26	24	9	9	5	0	0	0

Springfield PAT Jobs vs. Benchmark City Survey Results



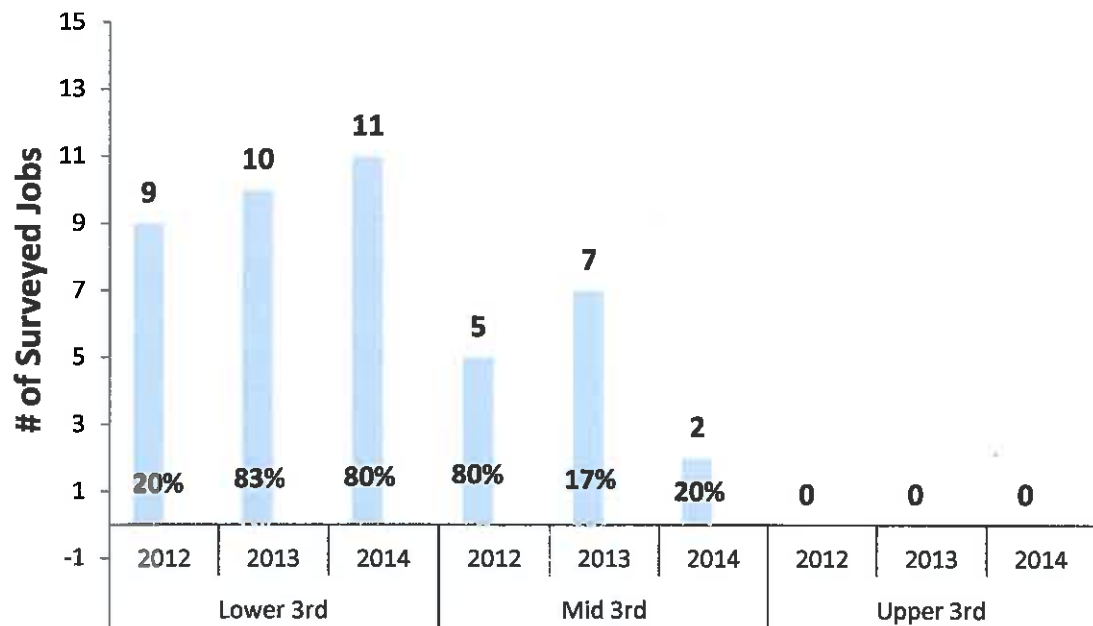
City of Springfield Position Placement by Thirds

Professional, Administrative and Technical Local Organizations Summary

Position Title	2012	2013	2014
Administrative Assistant	Mid-Third	Mid-Third	Lower Third
Executive Secretary	Lower Third	Lower Third	Lower Third
Accounting Services Representative	Lower Third	Lower Third	Lower Third
Computer Technician	Lower Third	Mid-Third	Mid-Third
Litigation Paralegal		Lower Third	Lower Third
Accounting Technician	Mid-Third		
Buyer			Lower Third
Computer Programmer/Analyst	Lower Third	Mid-Third	Mid-Third
Human Resources Specialist	Lower Third	Lower Third	Lower Third
GIS Analyst	Mid-Third		
Financial Analyst		Mid-Third	Lower Third
Help Desk Manager	Lower Third	Mid-Third	
Senior Systems Administrator	Lower Third	Lower Third	Lower Third
Senior City Planner		Lower Third	
Fleet Administrator		Lower Third	
Network Manager	Lower Third	Lower Third	Lower Third
Purchasing Agent	Mid-Third	Mid-Third	
Professional Engineer	Lower Third	Lower Third	Lower Third
Accounting Manager	Mid-Third	Mid-Third	
Assistant City Attorney V		Lower Third	Lower Third

Lower 3rd			Mid 3rd			Upper 3rd		
2012	2013	2014	2012	2013	2014	2012	2013	2014
9	10	11	5	7	2	0	0	0

Springfield PAT Jobs vs. Local Organization Survey Results



City of Springfield Position Placement by Thirds



Section V

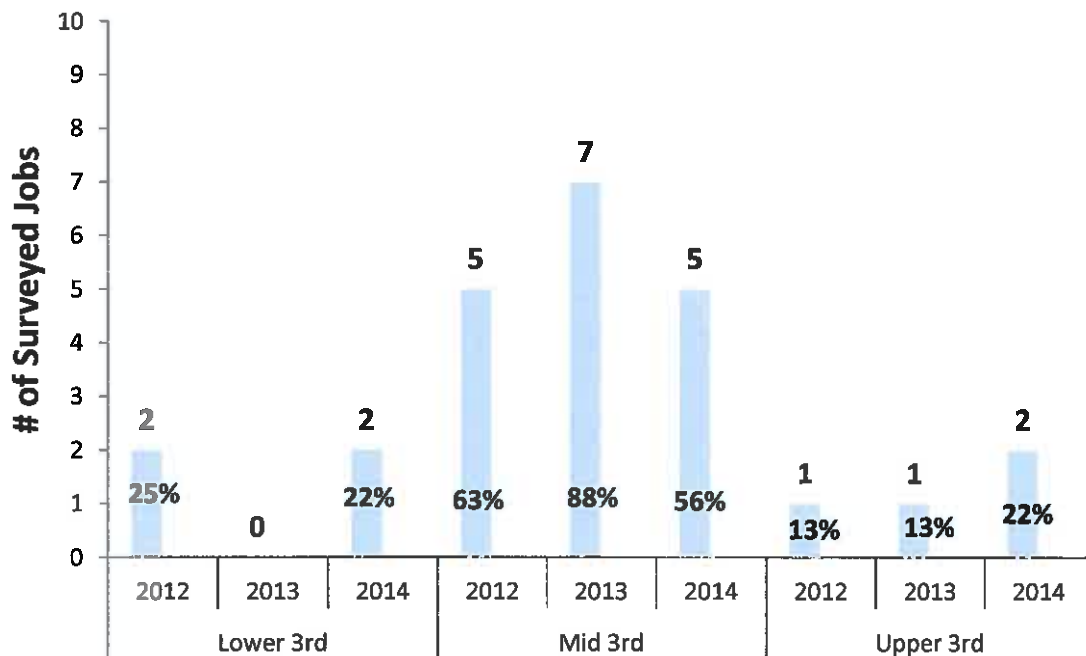
Leadership Team

Leadership Team Benchmark Cities Summary

Position Title	2012	2013	2014
City Clerk	Mid-Third	Mid-Third	Mid-Third
Internal Auditor			Upper Third
Director of Human Resources	Mid-Third	Mid-Third	Lower Third
Director of Finance	Mid-Third	Mid-Third	Mid-Third
Director of Parks & Recreation	Mid-Third	Mid-Third	Mid-Third
Director of Public Works	Mid-Third	Mid-Third	Mid-Third
Fire Chief	Lower Third	Mid-Third	Lower Third
Police Chief	Lower Third	Mid-Third	Mid-Third
City Manager	Upper Third	Upper Third	Upper Third

Lower 3rd			Mid 3rd			Upper 3rd		
2012	2013	2014	2012	2013	2014	2012	2013	2014
2	0	2	5	7	5	1	1	2

Springfield Leadership Team Jobs vs. Benchmark City Survey Results



City of Springfield Position Placement by Thirds

Leadership Team Local Organizations Summary

Position Title	2012	2013	2014
Internal Auditor			Mid-Third
Director of Human Resources	Lower Third	Mid-Third	Lower Third
Director of Finance	Mid-Third	Mid-Third	Lower Third
City Manager	Mid-Third	Mid-Third	Mid-Third

Lower 3rd			Mid 3rd			Upper 3rd		
2012	2013	2014	2012	2013	2014	2012	2013	2014
1	0	2	2	3	2	0	0	0

Springfield Leadership Team Jobs vs. Local Organization Survey Results

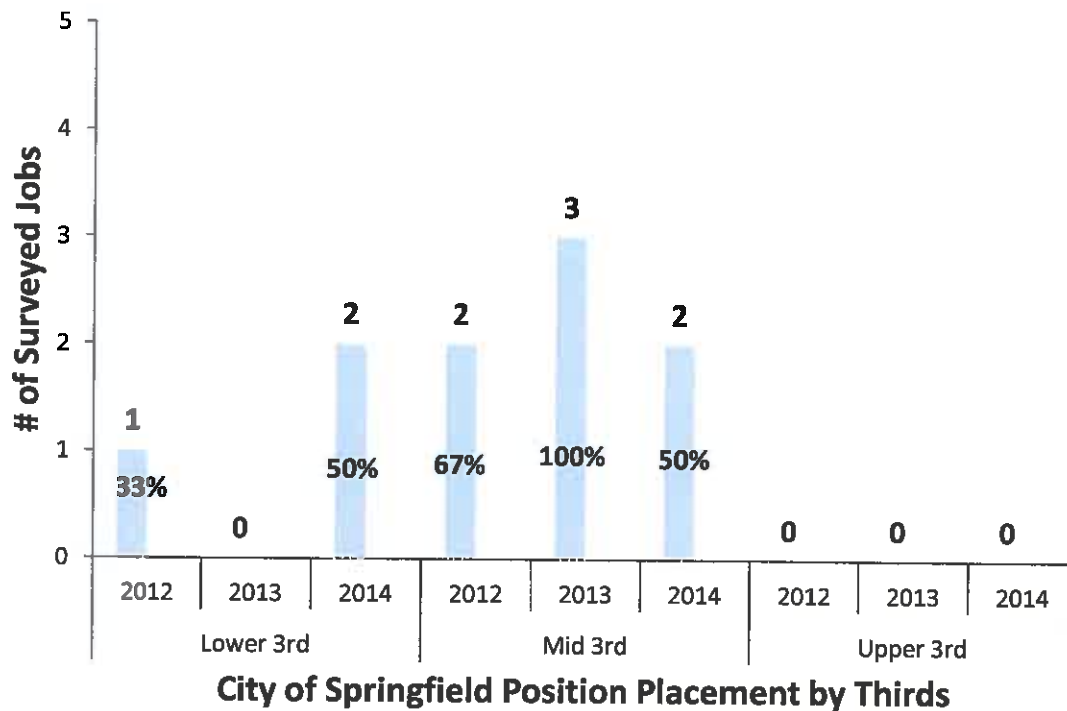


Exhibit D

Joint City-County Planning Task Force –
May 14, 2014

Joint City-County Planning Task Force ***Meeting #17, May 14, 2014***

Greene County

Employee Recruitment,
Retention & Compensation



Employee Compensation



Current Classification & Compensation Plan:

- Adopted in 1996 (no formal salary plan prior to that)
- Based upon wage and salary study by DMG Maximus (now Archer)
- Twenty-four salary grades (Grades 1 and 2 are not utilized)
- 11 salary steps in each grade.
- Elected offices voluntarily participate in salary plan.
- Pay for all positions was adjusted to fall within recommended range by 1998.

Employee Compensation



Current Classification & Compensation Plan:

- *Salaries re-surveyed in 1999, found to be an average of 9.8% below market average.*
- *5 year plan to reach 95% of market begun in 2000.*
- *Plan discontinued after 4th year (2003) due to drop in revenue.*
- *Any position adjustments required:*
 - *completion of Comprehensive Position Questionnaire,*
 - *approval of internal salary committee*
 - *review and recommended adjustment by salary consultant*

Employee Compensation - Summary of Benefits



-
- *Vacation – 8 hrs/mo up to 7 yrs; 10 hrs/mo up to 15 yrs, 14 hrs/mo*
 - *Sick leave – 8 hrs/mo*
 - *Personal Days – 2/yr*
 - *Holidays – 13/yr*
 - *Health Insurance – paid for employee, \$750 deductible; alt. HD plan*
 - *Life Insurance – \$15,000; can “buy up”*
 - *Accident Insurance – \$15,000*
 - *Retirement Plan*
 - *LAGERS – L7 (1.5%), vested after 5 yrs.*
 - *CERF – vested after 8 years; 4% payroll deduction after 2002*

Employee Retention



SUMMARY OF RETENTION PRACTICES/INCENTIVES

- 5 years to be vested in LAGERS retirement
- 8 years to be vested in CERF retirement
- Sick leave - cash payout of 50% of balance, after 10 years.
- CERF 457 Savings Plan, CERF matches 50% up to 6% of salary
- Donated leave – can donate sick leave, requires donation of 1 vacation day per each 3 sick days donated.
- Family oriented culture, personnel friendly culture.

Employee Recruitment Practices & Strategies



There is presently no recruitment program per se due to budget cuts and staff shortages.

The Sheriff's Office has prepared brochures and uses other methods to help attract employees.

Formerly (2008 and prior):

- Annual budget: \$4,000
- Advertisements in newspapers, trade journals
- Attended career fairs at local colleges & high schools
- Attended Missouri Career Center career fair

Now utilize free websites only

Compensation & Payment Study 2011



Salary Study by DB Squared, Fayetteville, Arkansas

•Three phases of study:

Phase I : Job Descriptions and Job Ratings

Phase II : Market Salary Study

Phase III: Salary Administration

Employee Compensation



Compensation & Payment Plan – 2011 Study

Phase I: Job Descriptions and Job Ratings

- Development of 74 job descriptions
- Electronic software database stores current jobs
- Job rating process – Utilizing 15 Factors
- Rating of 74 jobs
- Sore-thumbing job ratings – fine-tuning process

2011 Salary Study: A 15-Factor Job Rating System Utilized

KNOWLEDGE & SKILL REQUIREMENTS

1. Experience – General
2. Experience – Management
3. Education
4. Initiative and Ingenuity
5. Mental Demand
6. Analytical Ability/Problem Solving

RESPONSIBILITIES

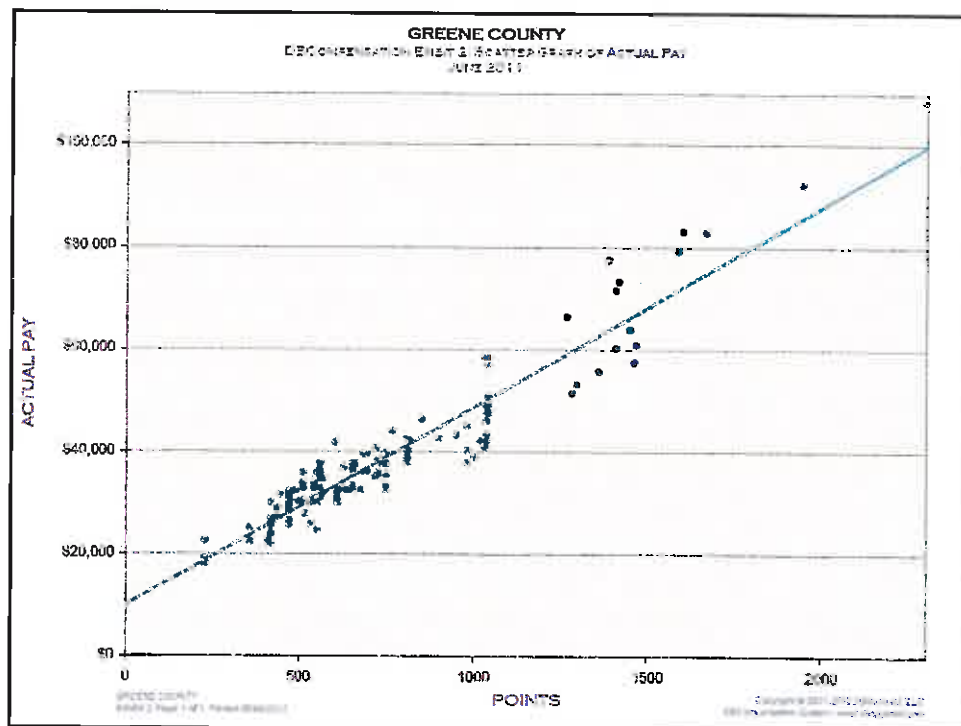
7. Responsibilities for Work of Others (Supervision)
8. Responsibilities for Funds, Equipment, Property, etc.
9. Responsibilities for Accuracy
10. Accountabilities (End Results)

CONTACTS/HUMAN RELATIONS

11. Contacts with Public
12. Contacts with Employees

EFFORTS

13. Machine and Computer Operations
14. Working Conditions/Hazards
15. Physical Demands



Employee Compensation



Compensation & Payment Plan – 2011 Study

Phase II: Market Salary Study

- Market pay study – average actuals and pay midpoints
- Comparisons of 72 job titles in the market pay study - 504 market pay data points
- 12 Comparisons – with Counties of similar size or other entities within the Greene Co. recruitment area.

Employee Compensation

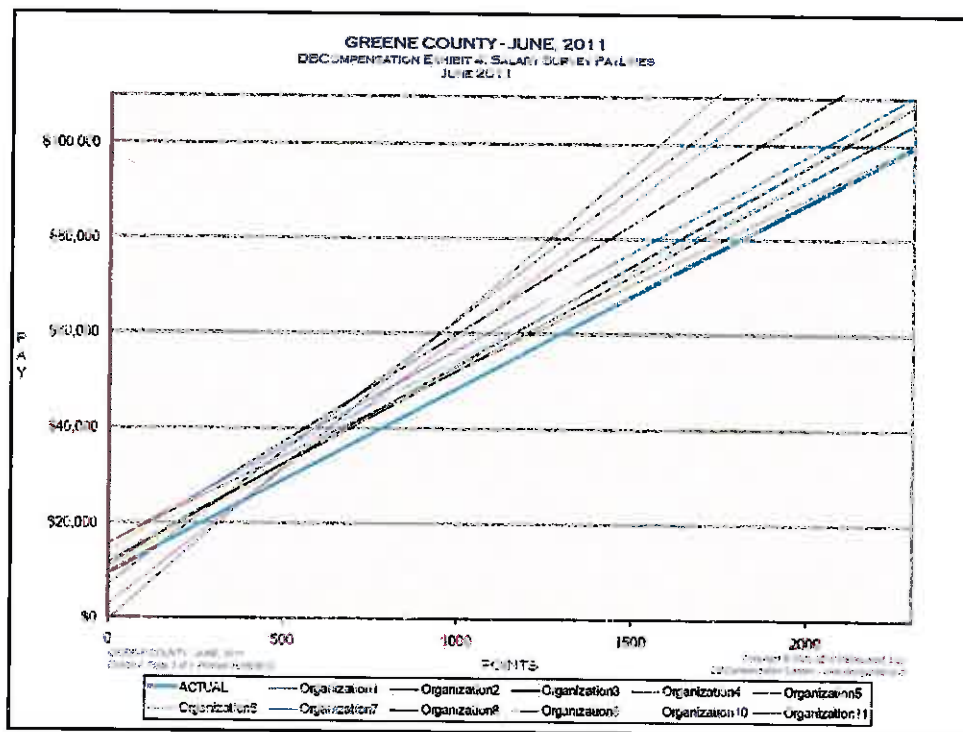


Compensation & Payment Plan – 2011 Study

Phase II: Market Salary Study – Benchmark Organizations

City of Springfield	Missouri State University
St. Charles County, MO	Tulsa County, OK
Springfield Public Schools	Shawnee County, KS
Clay County, MO	Boone County, MO
Missouri Dept. of Labor	City Utilities
Springfield SHRM Survey	
Federal Bureau of Labor Statistics (Compdata)	

Joint City-County Planning Task Force –
May 14, 2014



GREENE COUNTY - JUNE, 2011
DB COMPENSATION EXHIBIT 4A: STATISTICAL DETAILS FOR SALARY SURVEY PAYLINES
JUNE 2011

	% Variance	Titles	Correlation	Slope	Intercept
YOUR ORGANIZATION		72	85.60%	\$9,065.14	9,437.52
Comparison Organization 1	-27.2%	41	90.89%	63,642.54	-336.41
Comparison Organization 5	-26.8%	17	85.84%	56,024.53	9,556.18
Comparison Organization 3	-22.9%	44	94.49%	46,274.79	13,603.40
Comparison Organization 2	-22.1%	21	93.23%	56,651.69	2,680.35
Comparison Organization 6	-17.1%	63	82.71%	41,024.05	16,573.67
Comparison Organization 10	-13.6%	67	93.26%	44,551.37	11,093.79
Comparison Organization 9	-12.4%	62	89.66%	36,306.11	16,061.69
Comparison Organization 7	-11.6%	31	93.40%	41,824.05	11,520.63
Comparison Organization 8	-9.5%	71	95.52%	42,675.67	10,400.70
Comparison Organization 11	-7.3%	68	94.63%	39,956.91	12,269.17
Comparison Organization 4	-6.3%	19	87.21%	35,597.64	15,696.06

Overall Market Variance Mean -16.01%
Overall Market Variance Median -13.75%

*Note: Comparison organizations with correlations less than 75.00% do not appear in the Exhibit 4 salary survey payline graph.

Greene County - June, 2011
Exhibit 4A: Page 1 of 4, Revised March 2013

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DB Compensation Systems - All Rights Reserved

Employee Compensation



Compensation & Payment Plan – 2011 Study

Phase III: Salary Administration

- Employee information download & market data entered into compensation management database
- Initial graphs, tables and spreadsheets – review of results – representing 284 full-time employees
- Final graphs, tables, spreadsheets and grade structure
- Adoption of proposed grade structure and study recommendations

QUESTIONS??

THANK YOU!!

About the Greene County Sheriff's Office

The Greene County Sheriff's Office is a full service law enforcement agency that provides: twenty-four hour road patrol, Criminal Investigations Division, Warrants and Records Division, Civil Process Division, Administrative Division and a jail that houses six hundred inmates.

Greene County is the 4th largest county in Missouri with a population of over 275,000 people - approximately 85,000 living in the unincorporated area of Greene County.

We employ 348 personnel with over 200 Citizen Volunteers.

The mission of the Greene County Sheriff's Office is to provide the highest degree of law enforcement possible to the citizens of Greene County utilizing the resources that are made available to us.

We pledge that we will serve with integrity, professionalism, dedication, competence and character. We will apply the laws of the State of Missouri equally to those we serve.

Benefits Overview

- Medical & Dental Insurance
 - County pays 100% of the premium cost coverage for employee coverage
- Retirement plan
 - LAGERS, fully paid by county (vested after 5 years of employment)
 - CERF, employee contribution 4% of salary (vested after 8 years of employment)
- Disability, Accident & Life Insurance
- Flexible Spending Accounts
- Thirteen paid holidays
- Vacation - 8 hours accrued each month (increases after completion of 7 & 14 years of service)
- Sick Leave - 8 hours accrued per month (includes care for family members)
- Personal Days - 2 days per calendar year
- Other Paid Leave Time Benefits:
 - Bereavement, Jury Duty, Military

Exhibit E



GREENE COUNTY SHERIFF'S OFFICE



A GREAT PLACE TO WORK

1010 North Boonville, Springfield, MO
65802

Phone: 417-868-4040

<http://www.greenecountymo.org/sheriff>

www.facebook.com/GreeneCountySO

Twitter: @GreeneCountySO

Greene County is an Equal
Employment Opportunity Employer



The Greene County Justice Center is a state-of-the-art facility which houses administration and Sheriff's offices with up to 600 inmates in a facility designed around a direct supervision philosophy and style of management.

We employ and command professionalism through on-going training which opens lines of communication with inmates and officers to improve the operations of the facility. The success of the program stems from privileges being given to inmates with appropriate behaviors and disciplinary actions to those who cannot conform to the rules. The facility supports the latest trend of direct supervision which encourages inmates to attend programs that facilitate a successful re-entry into the community.

Essential Duties

- Maintain control over jailed inmates utilizing the principles of direct supervision
- Intervene in altercations and mediate disputes
- Conduct cell inspections for contraband and damage
- Responsible for general maintenance and cleanliness of jail and facilities
- Enter all information into the computer system regarding all incoming prisoners and court actions received on inmates

The starting pay rate is \$12.44/per hour for the first year, then increases to \$14.52 after successfully completing two years of employment. The position involves working rotating shifts. Applicants must be available days, nights and weekends.

Shifts are: 7 a.m. to 7 p.m. and 7 p.m. to 7 a.m.

Shifts rotate every two months. Below is the two week schedule pattern:

SUN	MON	TUES	WED	THURS	FRI	SAT
7-7	OFF	OFF	7-7	7-7	OFF	OFF
SUN	MON	TUES	WED	THURS	FRI	SAT
OFF	7-7	7-7	OFF	OFF	7-7	7-7

Minimum Experience, Training Qualifications & Available Opportunities



Applicants interested in becoming a Corrections Officer must have a high school diploma or equivalent and must be 21 years of age. No prior experience or education in Law Enforcement, Military or Security or POST (Peace Officer Standards & Training) licensing is required although preferred. Qualified applicants will participate in a 4-week Corrections Officer Academy.

Corrections Officers also have scholarship opportunities to attend the Law Enforcement Academy to obtain POST certification, career advancement or transfers within the Corrections Division such as Prisoner Transport and CERT (Corrections Emergency Response Team) or other Sheriff's Office departments such as the Patrol Division, Civil Division and Court Security. Overtime opportunities include participating in DWI checkpoints or off-duty employment.

For information on open positions or submit your application, please visit our Web site: <http://www.greencountytna.org/hr/>

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- Disability, Accident & Life Insurance
- Flexible Spending Accounts
- Thirteen paid holidays
- Vacation - 8 hours accrued each month (increases after completion of 7 & 14 years of service)
- Sick Leave - 8 hours accrued each month (includes care for family members)
- Personal Days - 2 days per calendar year
- Other Paid Leave Time Benefits: Bereavement, Jury Duty, Military 4-day work week, 10-hour shifts in selected assignments

Greene County is an Equal Employment Opportunity Employer



GREENE COUNTY SHERIFF'S OFFICE



A GREAT PLACE TO WORK

1010 North Boonville, Springfield, MO
65802

Phone: 417-868-4040

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www.facebook.com/GreeneCountySO

Twitter: @GreeneCountySO



The Patrol Division

The Patrol Division provides a full range of law enforcement services to the citizens of Greene County. In addition to answering calls for service, from seemingly routine animal situations to life-threatening emergencies, and initial crime scene investigations, the Patrol Division provides backup and mutual aid assistance to the various city police departments and other law enforcement agencies when needed throughout the 600 square miles of Greene County. The Patrol Division answers approximately 30,000 calls for service annually.

It includes a Captain, 3 Lieutenants and 3 Sergeants who each oversee a squad composed of 2 Corporals and between 12-15 Deputies. We also have special assignments including the K9 Unit, SWAT Team, DWI Enforcement Units and Traffic Enforcement Unit.

Each Deputy is provided uniforms and equipment to effectively perform their daily duties and is assigned a take-home vehicle if they are a resident of Greene County.

There are multiple opportunities for overtime pay thru participating in DWI Checkpoints and Saturation Patrol, DWI or Traffic Enforcement along with off-duty employment.



Essential Duties

- Perform directive & preventative patrols
- Enforce ordinances & laws
- Issue traffic citations & warnings
- Investigate suspicious behavior & circumstances
- Prepare reports for prosecution, investigation & information
- Participate in on-going training
- Respond to court subpoenas, appear in court & testify in hearings & trials
- Serve arrest & search warrants



For information on open positions or submit your application, please visit our Web site:
<http://www.greencountymn.org/hr/>

(Based on safety, congestion, and infrastructure condition)

Estimated Project Budget

Partnership Projects

Project	From	To	Amount
CHESTNUT EXPY	BARNES AVE	RT 65	750,000
DIVISION	US 65	LeCompte RD	1,750,000
Glenstone	Bennett ST	Intersection	2,500,000
KANSAS EXPY	REPUBLIC RD	WEAVER	13,500,000
KANSAS EXPY	SUNSHINE	Intersection	1,750,000
WALNUT LAWN	FIRE STATION # 7	SIGNAL UPGRADE	250,000
WEST BYPASS	KANSAS EXPY	COX RD	2,250,000
	KEARNEY	Intersection	3,500,000
		TOTAL UNFUNDED	26,250,000

Proposed Improvement

- Reconstruct the intersection with added turn lanes and new signal/ADA infrastructure
- Reconstruct the intersection with added queue storage and new signal/ADA infrastructure
- Access Control, median and driveway closures
- Six Lining and Access Control as needed
- Widened Lane addition lanes, Six Lining Campbell and Access Control as needed
- Six Lining and Access Control as needed
- Upgrade signal and improve geometrics
- Six Lining and Access Control as needed
- Six Lining and Access Control as needed
- Improve sight distance and add left turn lanes
- Convert Central to a complete street
- Convert Central to a complete street
- Reconstruct Cox as a collector street with curb and gutter, sidewalks and storm sewers
- Reconstruct Division as a two lane road with center turn lane
- Upgrade signal and improve geometrics
- Connect Campbell to National and widen National to PT north
- Extend arterial street
- Extend arterial street to new arterial
- Widen Fremont to five lanes with curb and gutters and sidewalks
- Widen Fremont to five lanes and improve the Fremont Battelfield intersection
- Widen Galloway to three lanes with curb and gutter, bike lanes, and sidewalks
- Widen LeCompte to three lanes
- Widen Lone Pine to three lanes with curb and gutter, sidewalks bike lanes and storm sewers
- Add an additional south bound lane and improve the Walnut Lawn intersection
- Upgrade Signals and improve geometrics
- Reconstruct the intersection with new signal/ADA infrastructure
- Widen Primrose to five lanes and provide dual lefts at Jefferson along with bike lanes and sidewalks
- Connect Pythian to Central at Sherman
- Convert Pythian to a complete street
- Widen existing street to collector standards
- Fill in gaps of missing sidewalks and make connections to Multi Modal facilities
- Partner with economic developments as needed to encourage development

- Improve left Turn Lanes
- Add a center turn lane for left turn movements
- Add additional turn lanes
- Construct new Road to Arterial Standards
- Upgrade signal and improve geometrics
- Upgrade signal at Fire Station for safer access
- Add turn lanes at Kansas Expressway and improve geometrics

Projects Currently Funded

E	BATTLEFIELD RD	AND	US 65	Interchange	14,825,000	Widen Battlefield bridge over 65 and add ramp additional ramp lanes
E	BATTLEFIELD RD	AND	GLENSTONE AVE	Intersection	750,000	Add right turn lanes
S	CAMPBELL AVE	From	PRIMROSE ST	To	3,000,000	Additional Intersection capacity and complete sixing Campbell to South and Primrose to the east
S	CAMPBELL AVE	AND	REPUBLIC	Intersection	4,500,000	Improve Intersection Capacity by Adding Dual left turn lanes
E	CHERRY ST	AND	KIMBROUGH	Intersection	1,500,000	Signal Upgrade
E	CHESTNUT EXPY	AND	US 65	Bridge over RR	12,000,000	Railroad Grade Separation on Chestnut Expressway at US 65
	Galloway Creek		2900 E Barton St	Bridge - rated 10 tons	300,000	Replace existing bridge over Galloway Creek
S	Glenstone	From	RT60	To	5,200,000	Six Laning and Access Control as needed
S	KANSAS EXPY	AND	RT 60 (JRF)	Interchange	4,500,000	Convert Interchange to a DDI and extend the ramps
E	KEARNEY ST	AND	PACKER RD	Intersection	3,250,000	Reconstruct the intersection with turn lanes and signals
W	MOUNT VERNON ST	AND	ORCHARD CREST AVE	Intersection	750,000	Improve the sight distance and intersection capacity
W	MOUNT VERNON ST	From	SUBURBAN	To	4,500,000	Widen street to three lanes with curb & Gutters, bike lanes and sidewalks.
S	NATIONAL AVE	From	MONTCLAIR ST	To	2,750,000	Six lane National to provide additional capacity
W	REPUBLIC ST	From	CAMPBELL AVE	To	4,000,000	Reconstruct Republic as a five lane curb and gutter street with sidewalks
W	REPUBLIC ST	From	SCENIC AVE	To	2,500,000	Reconstruct Republic as a five lane curb and gutter street with sidewalks
W	REPUBLIC ST	AND	KANSAS AVE	To	1,000,000	Widen existing bridge to five lanes to provide capacity and turn lane for Kansas Ave
E	REPUBLIC ST	AND	MONASTERY ST	BRIDGE OVER JRF	1,000,000	Widen existing bridge to five lanes to provide capacity and turn lane for Monastery Drive
E	REPUBLIC ST	From	CAMPBELL AVE	To	2,500,000	Widen to five lane with curb and gutter and sidewalks and access control as needed
	WEAVER RD	From	CITY LIMIT	To	2,000,000	Reconstruct Weaver Road from City Limits to Campbell

UNFUNDED

145,850,000

70,825,000

Total Funded